11:Levine Z-4,5 (1958-1961)1965 MP5 Amhara MP5

familiar with in more industrialized societies. Nor is there any disposition to improvise improvements with what facilities are available. Little attention is paid to the condition of offices, for example, which are normally located in dark, drab, depressing rooms. Furthermore, the operating procedures of Ethiopian administration are bound to frustrate those who have been conditioned to more rationalized systems of organization. Departments frequently operate with ex post facto budgets. Filing systems are hopelessly archaic. There is virtually no public consciousness of the importance of work *time*.

> Ethiopian persons are not geared to a timetable. I have to keep telling myself: "This is how we do it here." Seeing a ten-story building go up in a month, grass and all—that is not for here. . . . I get most annoyed when I cannot finish some matter as promised. Not wanting to reveal the name of my colleague or superior who is holding up the action, I have to make up excuses. Eventually I run out of excuses and this bothers me. . . . Sometimes I get angry and say: "I have given my word to someone, and must have the matter ready today; please sign it." And am told: "Oh, well, don't rush things so."

Work relationships have frequently exasperated the returnees. There has been little inclination to give technically competent employees proper jurisdiction over the personnel in their departments. Technically uneducated superiors have tended to make unrealistic demands—for example, requesting an immediate report on a complicated question that requires weeks to prepare. On the other hand, they have tended to assume that their age and experience are equivalent to the technical knowledge of the foreign-trained, so that technically warranted projects have been casually dismissed because they do not strike the fancy of the superior.

The returnees have not been so despondent about these conditions which, after all, could be changed—than they are about the apparent futility of trying to change them. Older employees are quick to resent alterations in the accustomed order.

> My efforts to reform are opposed by most of the men who run the [postal] system now. Some of them have been working there for forty years or so, and they want to keep things just the way they were when mail came in on camels, because they have always done it that way.

Such resistance to change at the workaday level is tacitly supported by those in the upper echelons of authority—the new nobility. In them the returnees have found their main antagonists and from them have received their most painful lacerations.

The *shamäggelotch*, or "elders," as they are termed by the intelligentsia, have by no means presented a solidary front in opposition to the young modernizers. On the contrary, the attitude of the new nobility toward the